

The Effect of Recruitment and Training on Employee Performance of PT. Primafood International

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ABSTRACT

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One element that is important for business growth and operations is human resources. Human resources are the key to maximizing the potential of other resources in the development of a company. By making maximum use of company resources, it is hoped that it will have a positive impact on the company's development. PT Primafood International is a company operating in the retail and distribution industry. The purpose of this research is to find out how recruitment and training at PT Primafood International affects employee performance. In this research, researchers used descriptive qualitative and descriptive quantitative approaches. The sample in this research was 46 employees of PT Primafood International. The data used in this research was taken through observation techniques and interviews with different workers. One strategy to improve employee performance is to maximize the recruitment and training process. Based on observation, interview and survey findings at PT Primafood International, staff performance (Y) is positively influenced by recruitment (X1). The total average score for all questionnaire processing related to training is 3.65 which is classified as agree or very good (Y) regarding the training (X2) held. From the research results it can be concluded that recruitment and training influence employee performance.

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1. Introduction

Efforts to establish a company are greatly influenced by the company's human resources. In any business development, human resources are a factor that determines how well other resources can be utilized (Torraco & Lundgren, 2020). The role of human resources is currently rated higher as a potential asset for business than other forms of assets. According to Hasyim (2020), an organization will not be able to maintain its competitiveness if its workforce does not consist of individuals who meet the requirements of its strategic and operational plans. Human resources are an important factor in any business, whatever its size, and business goals are determined by the needs of humanity. Therefore, human resources become a strategic component in all institutional activities or other organizational forms.

In managing human resources or HR, it is an important component in achieving business goals. According to Arfin (2022), in general, every employee of a company is expected to work at a high level when handling various tasks assigned by the company. According to Utamy et al. (2020) one of the main uses of human resource management is to obtain quality candidates who best suit the qualifications and job specialization required in the recruitment process. Employee performance is influenced by various variables, including work placement, relationships between co-workers, salary, promotions, and what is no less important is employee training. With the employee training program at PT Primafood International, it is hoped that it can encourage maximum performance. Training material is delivered using on-the-job techniques, demonstrations and job application approaches, and is in line with the interests of the world of work. When it comes to training new employees, senior workers act as teachers, while experienced instructors educate more senior employees. Employee training can be carried out inside or outside the company.

PT Primafood International is a business that operates in the retail and distribution sector. One of the many companies in Indonesia that has good employment practices and employee performance is PT Primafood

International. Labor is a very important factor for every company. By increasing employee productivity, it will be easier for the business to achieve its goals (Hardiono et al., 2024). Effective and good hiring practices can hinder an organization's growth and also hinder the entry of high-quality casual workers into the business. Based on the explanation above, it can be concluded that the aim of this research is to understand "The Influence of Recruitment on Employee Performance at PT Primafood International."

2. Literature Review

2.1. Recruitment

According to Aziz et al (2017) Recruitment is the process of selecting, selecting and training the best candidates within or outside an organization to occupy certain positions. The recruitment process includes assessing employee needs, preparing employees for their current jobs, screening and selecting new employees, organizing, and coordinating new employees with departments and HR who are fully committed to finding qualified candidates for open positions or jobs that best fit the organization's needs.

According to Usman & Setiawan (2020) recruitment is the process of searching and evaluating prospective employees in order to reduce the shortage of workers in a company. The steps taken by the company to increase the number of employees on the project were due to the company's continuous growth, meaning that new employees were recruited to participate in the company's ongoing development. According to Ramkumar & Rajini (2019) recruitment is a strategic activity used by an organization to identify employees who have the skills and abilities needed to support the organization in achieving its goals. In the description above, the meaning of the recruitment process has been explained. It can be concluded that the recruitment process is a procedure for monitoring employees in order to identify and evaluate employees who meet the company's requirements.

2.2. Training

Mondy & Noe (2005) defines training as activities intended to provide students with the information and abilities required for their field of work. Training is an activity intended to increase the knowledge and ability of organizational resources to perform certain tasks. Training as a process that provides individuals with the skills they need to help achieve organizational goals. According to the explanation above, training is one component of human resource investment to increase employee capacity and productivity in order to achieve organizational goals. They use this training to present their assignments and work.

2.3. Performance

According to Latief et al (2018), performance is how a person fulfills or completes their duties and roles, completes the required tasks and the way they behave. Procedures for measuring performance include quantity, quality and efficiency in work. Performance is the overall result or degree of achievement of an individual during a predetermined period of time when completing activities related to various elements, for example work standards, goals or objectives, or predetermined and agreed criteria. Performance is the result of an employee's work that meets certain standards and criteria within a certain period of time.

In English, performance refers to the level of success of an employee in completing his or her tasks and is also known as on job performance, real performance, or performance level. Performance is the application of a skill or ability itself and not an independent trait such as talent or ability. Performance can be the actual work performed by a freelance worker or can be the result of tasks successfully completed by the worker on behalf of the organization (Köchling & Wehner, 2020).

According to Latief et al (2018), the way a person completes his work is determined by how successfully he fulfills his obligations and duties. Many companies evaluate employee performance on an annual or quarterly basis to identify areas specifically needing improvement and to encourage continued success in areas where performance meets or exceeds expectations. Performance is an important factor in organizational

success, which also helps increase productivity, profitability and overall employee morale. By regularly assessing employee performance, companies can identify areas that need improvement, provide employee learning and development opportunities, and ensure that everyone is working toward the same goals.

2.4. Dimension

According to Atkinson et al (1997), an employee performance measurement system basically must fulfill four things, namely:

- a. Helps to assess whether the company is receiving the expected contributions from employees and suppliers
- b. Helps to assess whether each stakeholder group supports the company to achieve its main goals
- c. Help to build the company and implement processes that contribute to achieving strategic goals
- d. Help to assess and monitor the company's strategic planning through negotiated agreements with key stakeholders.

According to Hasibuan (2009) the indicators of variables in the recruitment process are as follows:

- a. Recruitment must use basic guidelines on job details that have been determined to fill a particular position.
- b. Origin of Recruitment
 - a) Internal recruitment. The required positions will be filled by employees from within the company, for example by transferring employees from other departments to fill the required positions.
 - b) External recruitment. In the required positions, prospective employees will be recruited from workers from outside the company
- c. Recruitment Procedures

The following are the variables that influence training according to Rivai & Sagala (2004):

- a. The content provided is based on anticipated requirements for training purposes. By instilling certain abilities and outlining the information that training participants must have, the demands of the training objectives become clearer.
- b. Teachers hired to provide instruction seek additional sources of information that may be useful in determining training requirements.
- c. Trainees: In addition to being selected based on specific standards and appropriate qualifications, it is important to define and understand the type of worker and type of worker who will receive training.
- d. To provide a comfortable learning environment, the location and facilities used during the process must be able to support the implementation of training.

2.5. Research Framework

According to Dalman (2021), a "Framework of Thought" is a method of conducting research that is based on facts, observation and intuition." Based on the description explained above, it can be concluded that the framework is a general explanation of the research that will be carried out by the researcher. The following is the framework for this research.

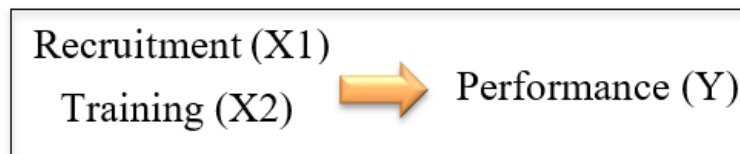


Figure 1. Framework of Thought

2.6. Hypothesis

This research will test recruitment and training on employee performance, the hypothesis will be tested in the form of:

- a. Recruitment influences employee performance
- b. Training influences employee performance
- c. Recruitment and training influence employee performance

3. Methodology

In this research, researchers used descriptive qualitative and descriptive quantitative approaches. This research was carried out at the company PT Primafood International which is located at Ruko Galaxi Bumi Permai Blok J1 No.27, Semolowaru, Kec. Sukolilo, Surabaya, East Java which was conducted in April 2024. The sample in this research was employees of PT Primafood International, totaling 46 people. The data used in this research was taken through observation techniques and interviews with different workers. The researcher made direct observations and conducted interviews with each source, one of whom was in section Human Resource Department (Human Resources Development) and with several prospective employees from various units. This research also uses literature that has been published in journals, references and articles related to this research.

4. Results and Discussion

4.1. Company Profile

PT Primafood International is a company that operates in the field of food distribution and processing. Charoen Pokphand Group is the parent company of this business. PT Primafood International has a number of trademarks, such as Ayam Hitz, KTI, Mitra Kios Poultry, Prima Express, Prima Freshmart, and Kios Poultry. For ten years, PT. Primafood International has served customers in around 4,000 locations throughout the islands of Java, Bali, Sumatra, Kalimantan and Sulawesi. Fresh chicken, frozen chicken, portioned chicken, and omega eggs are some of the items offered. Apart from that, PT Primafood International also provides cheap processed products such as nuggets, chicken sausages, chicken meatballs and potato flour under the FIESTA and CHAMP brands. Customers of this company have the option to pay for transactions online or offline. Gaining customer trust largely depends on the ease and security of transactions. Currently, PT. Primafood International offers an online payment system via ATM transfer, mobile banking and internet banking. PT Primafood International will handle delivery of customer orders as soon as payment is received. This organization also offers a network of stores and warehouses located throughout Indonesia to maintain product quality until it reaches clients, ensuring purchased goods arrive quickly and are delivered quickly and efficiently.

4.2. Results

Recruitment is one of the tasks of human resource management. The process of finding and selecting qualified candidates to submit job applications is known as recruitment. To get qualified candidates, employers need to execute the recruitment process extremely well. In essence, an employee's performance is what he can and cannot achieve. If someone is competent, has a high level of skill, is enthusiastic about working hard, is paid well, and has hope for the future, then he or she will perform well.

Based on interview findings and observations, it can be concluded that the basis for recruitment is to fill open positions in a company and look for potential and qualified job candidates who have competencies that suit job needs and retail standards. This conclusion is based on the recruitment variable indicators according to Hasibuan and Atkinson. At PT Primafood International, recruitment is carried out through two different channels, namely internal recruitment and external recruitment. Using internal resources to fill needed positions in a particular unit through staff rotation and promotion is known as internal recruitment. Meanwhile, job fairs, talent searches, job searches through educational institutions, and placing advertisements in newspapers or other electronic media are all used in the external recruitment process to look for people from outside the organization. There are two different approaches to recruiting: direct recruiting, where the company recruits candidates directly, and outsourcing, where a third party helps with the recruitment process.

According to Nasution (2014), training is a process of imparting knowledge using certain strategies and

procedures to improve a person's work skills and talents. Thus, it can be said that there is a relationship between training and performance, where training is an activity or teaching process that uses certain techniques and procedures to improve an individual's knowledge, skills, talents and capacity in carrying out their work. Job training, which is often called training, is generally understood as an activity carried out by an organization with the aim of improving and developing the attitudes, behavior, skills and knowledge of workers in line with the goals of the organization in question. Employees who receive training will have good performance because they are able to function more effectively and efficiently because their talents and skills increase.

The first point received an average value of 3.41 in the data table recapitulating respondents' answers regarding training, and it is recommended that they agree because training teaches employees the skills they will need in their jobs. From this table it can be seen that the material provided is in accordance with the job requirements. The second point reveals that the information received has never been classified as agreeing with the training participants who obtained an average score of 4.03 because the information provided during the training was tailored to the individual needs of the participants and was not yet familiar to employees.

The result of submitting questions through a questionnaire is the quality of work provided by employees, namely by always taking their own initiative in completing the work assigned and carrying out work in accordance with specified targets in order to achieve company goals, according to Latief et al. (2018). Based on employee performance indicators. Work quantity is a worker's ability to complete a task within a specified deadline and a consistent effort to complete the task ahead of schedule. When tasks are carried out, workers are able to complete the work assigned effectively and reduce errors that occur in the work. Employees have an obligation to always carry out their duties with full accountability in order to produce good results.

4.3. Discussion

The results of the observation findings show that recruitment has an impact on the performance of PT Primafood International employees. Effective recruitment produces personnel who have high performance qualities. Human resources in a company play a very important role, and labor is the most valuable asset because without them, the company cannot achieve its goals. If workers successfully carry out their duties through recruiting and placing employees, the company's goals will be achieved. Because recruitment is basically a method to help the human resources department to make choices regarding the number of workers needed and the qualifications needed to fill a job. There are two categories of recruitment sources, namely external recruitment (sources from outside the company) and internal recruitment (sources from within the company). Good recruitment practices will produce high quality employees who will support the company's performance.

The research findings indicate that training at PT Primafood International may be considered excellent based on the metrics used by the author. This is demonstrated by the author's questionnaire which has an average response value of 3.65 which is classified as satisfactory. However, there are several indications that it is considered below standard based on the average score obtained. The indicator in question which obtained an average value of 3.25 is the second indication in the third point. These indications explain why older workers appointed as teachers are less qualified to educate new workers. Senior workers are less adept at educating new employees and passing on their expertise, even though they have the skills necessary to do their jobs and understand what is required. To overcome this problem, businesses can provide special training to senior staff so that they can become mentors to new employees by holding training sessions at the training facility of their choice.

Apart from that, the third indication in the first and second points has shortcomings and obstacles. The average value for the first point is 3.25, while the average value for the second point is 3.34. Companies should thank staff members who have taken part in company-sponsored training programs to address these issues. To encourage them to participate in training and strive to improve their own abilities and knowledge, the company will provide promotions or incentives to those who excel in it.

5. Conclusion

Recruitment is a critical process for ensuring that a company fills open positions with employees who meet

the necessary standards and contribute to organizational success. Effective recruitment significantly impacts employee performance, with well-chosen hires leading to enhanced productivity and success. The analysis of questionnaire data reveals that while training-related aspects score an average of 3.65, indicating general satisfaction, certain areas such as participant engagement and teacher effectiveness need improvement, with scores of 3.25 suggesting room for enhancement. To attract more qualified candidates and improve performance, companies should refine their recruitment practices by focusing on internal recruitment to leverage existing employees' familiarity with the organization and to boost motivation through promotion.

To maximize the effectiveness of training and improve employee performance, companies should implement several strategies. Providing specialized training for senior employees to become mentors can enhance the onboarding process for new hires, while showing appreciation for training participation can boost employee motivation. Additionally, to address issues such as attendance, companies could impose penalties for lateness and encourage teamwork through regular meetings and events. Ensuring tasks are completed on schedule requires inspiring and motivating staff to adhere to deadlines, which can be supported by fostering a collaborative and engaged work environment.

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